Office of the Premier

2012/13 – 2014/15
SERVICE PLAN

February 2012

BRITISH
COLUMBIA

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Published by the Office of the Premier

Message from the Premier and Accountability Statement

I am pleased to present the Service Plan for the Office of the Premier.

Over the past year, we've focused on making sure families are at the forefront of all government decisions and have taken steps to make life more affordable, including raising the minimum wage to $10.25, eliminating parking fees at provincial parks, reducing proposed BC Hydro rate increases by half and increasing the amount charities and non-profits receive through gaming grants and expanding the eligibility list. As well, we're introducing an auditor general for local government to ensure taxpayer dollars are being effectively spent.

This past September, the government launched *Canada Starts Here: The BC Jobs Plan* – a government-wide plan to defend and create jobs. There are three pillars to the jobs plan. The first is about enabling job creation with common-sense government policies that open doors to investment. The second pillar is focused on improving infrastructure so we can get our goods to market, whether that market is here in BC or whether it's overseas. And the third pillar of our jobs plan is focused on opening new markets. Good jobs are the foundation of strong families and this government will be tireless in looking for ways to strengthen every aspect of our economy in every corner of our province.

As well, the government will continue to ensure that British Columbia is a safe harbor for investment in these stormy economic times. Our commitment to stable budgeting, common sense regulation, low taxes and policies that encourage businesses and invite investment remains steadfast. We don't attract investment today by spending money we don't have, or by piling up mountains of debt for our children to pay off.

Together, we can build the British Columbia we know is possible.

The Office of the Premier *2012/13 – 2014/15 Service Plan* was prepared under my direction, in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared and for achieving the specific objectives in this plan.

Honourable Christy Clark
Premier

February 21, 2012

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Purpose of the Office of the Premier

The Premier serves as the President of the Executive Council (Cabinet) of the Government of British Columbia. The Premier is regulary advised by the Deputy Minister to the Premier and Cabinet Secretary of the range of activities undertaken to facilitate cross-agency coordination of policy advice and implementation. These activities include: regular meetings of departmental deputy ministers to share information over policy directions; meetings with counterpart central agency executives; and interdepartmental coordination of a wide range of policy priorities.

The Office assists the Premier in overseeing and leading the government as a whole. In addition, it supports the Cabinet decision-making process. As a central agency, the Office of the Premier has a clear role to play in promoting effective policy coordination across the public service. Ministers need to have complete trust in the quality of the advice and support the Office offers on the proper conduct of government business within accepted conventions and practices.

There continues to be growing emphasis on enhanced coordination across a range of government departments. As a consequence, the Office of the Premier has been involved in an increasing range of coordination and guidance activity. The use of effective planning and coordination processes in government supports the avoidance of unnecessary costs and can improve efficiencies by supporting joint inter-agency cooperation.

The Office:

- Articulates government's goals, commitments and priorities and works with ministries and Crown agencies to ensure communication of those goals, commitments and priorities and to track and monitor implementation of them;

- Leads the public service and, with the Deputy Ministers' Council, leads implementation of the corporate human resource plan for the BC Public Service, *Being the Best* and *Citizens @ the Centre: BC Government 2.0*, a transformation and technology strategy for the BC Public Service;

- Provides support for the operations and decision-making processes of Cabinet and its Committees; and,

- Works directly with the federal government and with all ministries and Crown agencies to ensure that relations with federal, provincial, territorial and international governments advance British Columbia's interests.

Click here to view organizational layout

Strategic Context

The Government Strategic Plan outlines government's efforts to achieve government's vision to be a prosperous and just province, whose citizens are happy, healthy and have confidence in the future. A key component to the success of the province hinges on our ability to be innovative and forward looking, and to plan and implement for the future. Strong and clear leadership is required to implement the goals and activities of government. The Office of the Premier leads and supports ministries and Crown agencies to implement government's agenda.

It is important that services to citizens are provided in an integrated, timely and seamless manner. This is done through collaboration across government ministries and agencies. Government has Cabinet committees on Families First; Jobs and Economic Growth; Open Government and Engagement; and Environment and Land Use to further support efficient service delivery.

The BC Public Service is made up of over 30,000 professionals dedicated to supporting the people and communities of our province every day. As we move ahead through this period of economic uncertainty, the focus is to optimize the investment of existing human resources while maintaining focus on the longer term objective of ensuring the necessary supply of skilled staff for the future. Maintaining a high quality of service will require development of strategies to ensure an engaged workforce is able to meet the challenges of the introduction of new technologies, the increasing diversity of our communities, a growing population, and the shifting expectations British Columbians have of public services.

Ensuring that the relationship between Canada and British Columbia remains strong and constructive is fundamental to securing the economic and social well-being of our citizens. The Province will remain engaged with the federal government on issues such as health care innovation, seamless permitting for major projects in the province and creating a strong and stable labour supply from both inside and outside of our borders. We will continue to work cooperatively with the federal government on the issues that matter most to BC families.

Goals, Objectives, Strategies and Performance Measures

Goal 1: Government's priorities are implemented

Objective 1.1: Ministries and Crown Agency activities are integrated and aligned with government's priorities

Strategies

- Lead and support the Executive Council in the successful development and implementation of the Government Strategic Plan.
- Clearly articulate priorities of government in the Strategic Plan and assist all ministries to develop strategies to achieve the goals and priorities established in the Strategic Plan.
- Administer government's accountability framework by supporting ministries and Crown agencies in developing service plans and annual service plan reports to ensure they advance Government's Strategic Plan.
- Guide the successful delivery of ministry and Crown agency mandates by providing direction and resolving issues requiring senior government input.
- Address priority issues on behalf of Executive Council and manage issues that arise in the delivery of programs and services.

Performance Measure 1: Performance agreements in place for Deputy Ministers and Associate Deputy Ministers

Performance Measure	Benchmark	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Performance agreements in place for Deputy Ministers and Associate Deputy Ministers.	100%	100%	100%	100%	100%

Data Source: BC Public Service Agency

Discussion

Within government's accountability framework there are strategies in place for all government staff, from front line workers to Deputy Ministers. Every employee has an Employee Performance Development Plan in place and similarly Ministers include accountability letters at the beginning of their service plans. The Office of the Premier is administratively responsible for the performance agreements that are in place with Deputy Ministers.

There are multiple interlinking layers to government's accountability framework. The Government Strategic Plan sets out the overall priorities and goals that illustrate the Province's vision for the future. Ministry service plans have goals, objectives, strategies and performance measures with targets to accomplish those goals for the upcoming three-year period. These plans are tabled in the legislature with the budget in February of each year. In June, government, ministries and Crown agencies report on their achievements of the previous fiscal year in their service plan annual report.

Ministries have business plans that further detail the operational requirements of the organization, and Employee Performance Development Plans link employees' roles with the needs of their ministry and government as a whole.

Goal 2: The public service is well positioned to deliver government programs for British Columbians

Objective 2.1: BC Public Service Corporate Human Resource Plan *Being the Best* goals are realized

Strategies

- Continue to develop *Being the Best*, the Corporate Human Resource Plan for the BC Public Service.
- Build new strategies and update *Being the Best* annually based on feedback and results.

Performance Measure 2: BC Public Service is recognized as a top employer

Performance Measure	2011/12 Actual	2012/13 Target	2013/14 Target	2014/15 Target
BC Public Service is recognized as a top employer in British Columbia	Yes	Yes	Yes	Yes

Data Source: Ministry of Labour, Citizens' Services and Open Government

Discussion

In 2006, the Corporate Human Resource Plan, *Being the Best*, was developed by the Deputy Ministers' Council, led by the Deputy Minister to the Premier. The Council is committed to achieving the status of the B.C. Government as a top employer through annual updates to and continued implementation of the plan with the involvement of the BC Public Service. The BC Public Service has been recognized as one of:

- B.C.'s Top Employers for 2010, 2011 and 2012
- Canada's Top 100 Employers for 2010, 2011 and 2012
- Canada's Top Family Friendly Employers for 2010 and 2011
- Canada's Greenest Employers for 2009, 2010 and 2011

Goal 3: Cabinet and Cabinet Committees are able to make timely and well-informed decisions

Objective 3.1: Cabinet and its Committees are supported with timely and effective advice

Strategies

- Support Cabinet and its Committees by ensuring they have appropriate advice on key policy, program and legislative initiatives including an ability to measure the success of the initiatives.
- Ensure alignment of government activities and the appropriate administrative support for the operations and decision-making process of Cabinet and its Committees.

Performance Measure 3: Cabinet receives timely advice on all key policy recommendations and plans

Performance Measure	2006/07 Baseline	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Cabinet receives timely advice on all key public policy recommendations and plans	100%	100%	100%	100%	100%

Data Source: Cabinet Operations

Discussion

There are currently seven Cabinet committees in the Government of British Columbia that are each responsible for specific priorities tasked to them by government. For example, the Cabinet Committee on Families First brings together key government ministries to build family focus into government operations.

All ministry major policies, programs and initiatives are reviewed by a Cabinet Committee to ensure alignment with government strategic priorities.

Goal 4: Government is successful in achieving its intergovernmental relations objectives.

Objective 4.1: British Columbia's priorities are advanced through leadership in intergovernmental, bilateral and multilateral partnerships and international relations.

Strategies

- Engage the federal government in achieving BC priorities.
- Build partnerships with other provinces through bilateral co-operation such as joint Cabinet meetings with Alberta and Saskatchewan (New West Partnership), and multilateral cooperation on shared priorities discussed at the Council of the Federation, the Western Premiers Conference and other fora.
- Strengthen domestic and international intergovernmental relations through BC's economic, cultural and diplomatic ties and programs in order to positively influence the policies and programs of other governments that affect the interests of British Columbia.
- Establish regional leadership, shared economic and environmental priorities, such as action on jobs and border management, through joint Cabinet meetings with the State of Washington, the Pacific Coast Collaborative, and British Columbia's participation in the Pacific NorthWest Economic Region (PNWER).

Performance Measure 4: Progress on Intergovernmental Relations key issues

Performance Measure	Benchmark	2011/12 Forecast	2012/13 Target	2013/14 Target	2014/15 Target
Progress on key issues in Intergovernmental Relations Plan	Progress on key issues	Progress achieved on key issues	Progress on key issues	Progress on key issues	Progress on key issues

Data Source: Intergovernmental Relations Secretariat

Discussion

Each year, the Intergovernmental Relations Secretariat updates its plan with key objectives and major projects, which typically take more than one fiscal year to measure progress. For 2011/12, progress was made on all new initiatives.

The key objectives identified in the intergovernmental plan for 2012/13 are:

- Increase intergovernmental engagement at senior levels in order to advance British Columbia's interests with the federal government, within the Canadian federation and with the United States and other priority countries, including use of telepresence and other technologies.

- Conclude a successful term as Chair of Council of the Federation with progress on issues such as the renewal of the 2004 Health Accord and fiscal arrangements.
- Advance bilateral collaboration, focusing on jobs and economic growth, with the State of Washington and the Provinces of Alberta and Saskatchewan (the New West Partnership) through joint cabinet meetings.
- Advance the interest of the Province in PNWER by promoting action to keep the Canada-U.S. border open for legitimate trade and travel and build regional consensus on action to address clean energy and climate change.
- Leverage the shared goals and objectives of the Pacific Coast Collaborative set out in British Columbia's agreements with the states of California, Oregon, Washington and Alaska to develop and advance a regional jobs strategy for approval by the Premier and Governors at the 2012 Leaders Forum.
- Promote Pacific Gateway transportation investments and policy changes so that Canada benefits from Asia-Pacific market opportunities.
- Advance the Province's priorities by engaging with foreign governments, the Consular Corps in British Columbia, Diplomatic Corps in Ottawa, and Canadian representatives posted abroad.
- Support citizen engagement through the Order of British Columbia, Congratulatory Messages Program, and Ceremonies.
- Implement the cooperation agreement with the federal government on official languages.

Resource Summary

Core Business Area	2011/12 Restated Estimates[1]	2012/13 Estimates	2013/14 Plan	2014/15 Plan
Operating Expenses ($000)				
Intergovernmental Relations Secretariat	**2,456**	**2,456**	**2,456**	**2,456**
Executive and Support Services	**6,552**	**6,552**	**6,552**	**6,552**
Office of the Premier	3,231	3,231	3,231	3,231
Executive Operations	3,321	3,321	3,321	3,321
Total	9,008	9,008	9,008	9,008
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Intergovernmental Relations Secretariat	**0**	**0**	**0**	**0**
Executive and Support Services	**1**	**1**	**1**	**1**
Office of the Premier	0	0	0	0
Executive Operations	1	1	1	1
Total	**1**	**1**	**1**	**1**

1 For comparative purposes, amounts shown for 2011/12 have been restated to be consistent with the presentation of the *2012/13 Estimates*.

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Hyperlinks to Additional Information:

Office of the Premier: www.newsroom.gov.bc.ca/ministries/office-of-the-premier/

Associated Organizations:

BC Public Service Agency: www.bcpublicserviceagency.gov.bc.ca/

Government Communications and Public Engagement: www.gov.bc.ca/gcpe